

(F)

JOURNALISTS - ATTUNED TO PUBLIC ATTITUDES

WHY - DAY AND AGE - CONTINUE CALL WAR COLLEGE

BECAUSE - STUDY WAR

WHAT IS

CAUSES

HOW AVOID

HOW FIGHT IF MUST

NOT PROMOTING WAR - MORE WAR

ILLEGIB

CANCER SOCIETY NOT PROMOTING CANCER

SHOULD UNDERSTAND - NOT BAD - CONSTRUCTIVE

DOWN IN HEART - KNOW WON'T WORK - AT LEAST SUSPECT WON'T

POSTPONED -

ILLEGIB

SO MANY OTHER CHANGES

TALK ABOUT CHANGES

NOT ACADEMIC DETAIL

BUT WHY MADE - REFLECTS CHANGING NEEDS AND

CHARACTER OF U.S. MILITARY TODAY.

SET STAGE

450 STUDENTS

LT - CAPT - 32 - 42

60% Navy

10 MONTHS - MID CAREER EDUCATION

NOT PG

BROADEN - NOT NARROW

BEST COPY
Available

ALL UNIVERSITIES MUST ASSESS PROGRAMS IN LIGHT CHANGING

NEEDS - CHANGING CONDITIONS FINDS ITSELF

FOUR CHANGES: [REDACTED]

ILLEGIB

1. ATTEMPT TO REDESIGN CURRICULUM TO ONE OF MORE ENDURING
UTILITY TO STUDENTS.

CHANGED FROM FACTUALLY-ORIENTED CURRICULUM, STRESSING
CONTEMPORARY INTERNATIONAL RELATIONS AND FOREIGN

POLICY/ TO ONE DESIGNED TO IMPROVE INDIVIDUAL THINKING
PROCESSES / TOOLS

ILLEGIB

BI-POLAR - MULTI-POLAR - ATHENS

PRIMARY REASON - RATE CHANGE [REDACTED]

- TACTICS - TECHNOLOGY [REDACTED]
- MANAGEMENT - AMAZING STUDIES 60's ANALYTIC TECHNIQUES -
70's PROPER PLACE
- STRATEGY - YOU MORE AWARE EVOLVING NATURE STRATEGIC
POSITION AND NATIONAL OBJECTIVES :

MUST DEVELOP OFFICERS PREPARED COPE CHANGE

2. STRESS RIGOROUS THINKING - TRUE ACADEMIC EXCELLENCE/
ABILITY TO ANALYZE PROBLEMS AND REACH LOGICAL
DECISIONS ESPECIALLY THOSE INVOLVING UNCERTAINTY [REDACTED]

ILLEGIB

NEWTONIAN - [REDACTED]

ILLEGIB

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READING - WRITING - INDIVIDUAL EFFORT - EXAMS MID CAREER

ILLEGIB

GOVERNMENT IS COMPLEX; INTELLECTUALS IN GOVERNMENT ARE
SHARP; INTELLECTUALS OUTSIDE - KEEP ON METTLE - U.S. NAVY
THINKING MUST BE AS INCISIVE IF NAVY PROGRAMS OF MERIT ARE TO
SURVIVE UNDER CRITICAL ANALYSIS.

ILLEGIB

3. MORE EMPHASIS MANAGEMENT

NEED NOT EMPHASIZE TO YOU -

COST OVERRUNS

BUDGET CRISES

HARDWARE DOES NOT PERFORM

PROCUREMENTS NOT NEEDED

MUST UNDERSTAND NEW ANALYTIC TECHNIQUES - TOOLS

MUST UNDERSTAND BUREAUCRACY - INCENTIVES MAKE IT RESPOND

MUST UNDERSTAND CONGRESS - BEST DECISION

MUST UNDERSTAND INDUSTRY - ITS POINT OF VIEW

IF THINK, MIC JUST SINISTER COLLUSION -

SHOULD HEAR EXCHANGES WE HAVE - STUDENTS - VP's

ILLEGIB

OF INDUSTRY

4. EXPOSE STUDENTS TO WIDE DIVERSITY OF VIEWPOINTS

CONGRESS

ASPIN

GOLDWATER

MILITARY-MEDIA

2 DAYS - NOVEMBER

TONY LEWIS

DAVID HALBERSTAM

STUART LOORY

GETLEIN

ROSENTHAL

DREW MIDDLETON

JIM HAGERTY

REEDY

EXPOSED TO EACH OTHERS VIEWS

HALBERSTAM

IMPORTANT TO ALL-VOLUNTEER FORCE THAT MILITARY BE MORE
TOLERANT OF DIVERGENT VIEWS.

A. FLEXIBLE TO CHANGING SOCIETAL NORMS: LONG HAIR
AND BEARDS DO NOT NECESSARILY SIGNAL REFUSAL TO
ACCEPT ORDERS, OR GUARANTEED INEFFICIENCY. STORY OF
ACADEMIC FREEDOM.

B. SOCIETY WILL NO LONGER TOLERATE A "BY THE NUMBERS"
APPROACH. INDIVIDUALISM MUST BE RECOGNIZED (THE
WORTH OF THE INDIVIDUAL) AS AN ASSET.

ILLEGIB

RECRUITMENT AND RETENTION #1 ISSUE

1. MUST SELL TO YOUNG PEOPLE TO RECRUIT THEM.

DELIVER GOOD PRODUCT - ACCEPT FOR CAREER

MUST BE A VIABLE ALTERNATIVE TO CIVILIAN EMPLOYMENT

(INCLUDES JOB SATISFACTION, FREEDOM FROM UNNECESSARY
HARRASSMENT, REASONABLE FAMILY STABILITY, COMPETITIVE
WAGES, SOURCE OF PRIDE, ETC.).

WE CAN'T DRAW YOUNG PEOPLE FROM SOCIETY UNLESS WE
UNDERSTAND WHAT THAT SOCIETY IS LIKE AND UNLESS REFLECT
ITS VIEWS AND NORMS AS FAR AS IS COMPATIBLE WITH TRUE
MILITARY REQUIREMENTS OF DISCIPLINE, READINESS, TRAINING.

IN SUMMARY:

THE NEW PROFESSIONAL NAVAL OFFICER

A. MORE SOPHISTICATED THINKER - THAN PREDECESSOR

1. FOREIGN POLICY IS COMPLEX; MILITARY MUST UNDERSTAND

ITS SUBTLETIES IF WE ARE TO CARRY OUR OUR PART OF
IT ACCURATELY; NEW BALANCE OF POWER IS NOT A QUESTION

OF WIN OR LOSE BUT A CAREFUL ORCHESTRATION OF GREYS *make*

2. EMPHASIS IN MILITARY FORCE IS NOW ON DETERRENCE. DESIGNING

A MILITARY TO ACCOMPLISH DETERRENCE IS EXCEEDINGLY
DIFFICULT. IT DEPENDS ON OUR ASSESSMENT OF OTHER
COUNTRIES' MOTIVES, DESIRES, PROBABLE ACTIONS, AND
PERCEPTIONS OF OURSELVES AND OF THEMSELVES IN THE
WORLD

CONCLUSION: ~~SOLUTION OF THESE~~ "PROBLEMS WITHOUT PRECISE
ANSWERS" CALLS FOR HIGH LEVEL INTELLECTUALISM.
WE AT THE WAR COLLEGE ARE TRYING TO PREPARE
NAVAL OFFICERS FOR THIS TASK.

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